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OPERATIONAL ACTIVITIES FOR DEVELOPMENT

Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain and United Kingdom of Great Britain and Northern Ireland: draft resolution

Triennial comprehensive policy review of operational activities of the United Nations system

The General Assembly,

Recalling its resolutions 44/211 of 22 December 1989 and 46/219 of 20 December 1991, and other relevant resolutions,

Noting with concern that while some progress has been made in implementing parts of its resolution 44/211, both by individual organs, organizations and bodies of the United Nations system and by coordination mechanisms of the system, many of the principles contained in that resolution have still to be implemented,

Emphasizing the importance it attaches to a more integrated and unified approach by the United Nations system to the needs of recipient countries, particularly at the field level,

1. Takes note of the note by the Secretary-General on the triennial comprehensive policy review of operational activities of the United Nations system; 1/

1/ A/47/419 and addenda.

2. Reaffirms its resolution 44/211 and stresses the need to implement all the elements of that resolution;

3. Reiterates the need for priority allocation of resources to projects and programmes in low-income countries, particularly the least developed countries;

4. Requests the Secretary-General, in close consultation with the Administrative Committee on Coordination, to urgently review the resident coordinator system with the aim of:

(a) Improving the efficiency and effectiveness of the United Nations system at the field level, in particular by encouraging a more integrated and unified approach to the needs of recipient countries under the leadership of the United Nations representative/resident coordinator, and by making maximum use of the comparative advantages of individual specialized agencies and funds;

(b) Separating the post of United Nations representative/resident coordinator from that of resident representative of individual funds and specialized agencies in recipient countries, except those where the scale of the activities of the United Nations and the number of funds and agencies represented do not justify the creation of a separate United Nations representative/resident coordinator;

(c) Widening the pool of qualified development professionals eligible for appointment as United Nations representatives/resident coordinators, and increasing involvement in the selection process and the provision of resident coordinators to the members of the Joint Consultative Group on Policy and, in due course, to all funds and specialized agencies with field operations;

(d) Encouraging individual specialized agencies to fully participate in all aspects of the United Nations representative/resident coordinator system, including its funding, as soon as possible;

(e) Establishing clear criteria for the selection of United Nations representatives/resident coordinators that should reflect the paramount importance of quality and the need for relevant wide development experience and managerial skills, and include a proven commitment to and aptitude for developing an integrated approach by the United Nations system as a whole;

(f) Ensuring broader-based funding, within existing resources, from the participants in the United Nations representative/resident coordinator system, to meet its costs, including the provision of the necessary support for United Nations representatives/resident coordinators in all recipient countries;

(g) Establishing clear lines of authority and a clear division of responsibilities among the Secretary-General, the United Nations representative/resident coordinator and individual funds and specialized agencies, so that the representatives of the members of the Joint Consultative Group on Policy at the field level and, in due course, of all funds and

specialized agencies with field operations, will report to their headquarters through the United Nations representative/resident coordinator, on major policy issues including their country programme, the formulation of major projects and programmes and serious problems arising from the implementation of such projects and programmes, in the context of the common country strategy;

(h) Strengthening the responsibility of the Administrative Committee on Coordination for providing clear guidance to United Nations representatives/resident coordinators and for ensuring that they are provided with the necessary support both at the headquarters level and in the field;

(i) Enhancing the responsibility of United Nations representatives/resident coordinators for the planning and coordination of programmes by giving them the necessary authority over the members of the Joint Consultative Group on Policy and, in due course, over all funds and specialized agencies with field operations to formulate and ensure the implementation of a United Nations common country strategy at the field level including the power to recommend to the Joint Consultative Group on Policy or the Administrative Committee on Coordination or, if required, to governing bodies, the amendment of country programmes and major projects and programmes, where necessary, to bring these into line with such a strategy;

(j) Ensuring that in accordance with its resolution 46/182, annex, paragraph 39, United Nations representatives/resident coordinators normally coordinate the humanitarian assistance of the United Nations system at the country level, and have responsibility for facilitating all aspects of operations along the relief-to-development continuum;

5. Welcomes the agreement reached in the Administrative Committee on Coordination on a common country strategy for the United Nations system and requests the Secretary-General to take the necessary steps to facilitate its implementation as early as possible, inter alia, by producing guidelines for country strategy notes and making the analytic and research capacities of the United Nations system available to country-level operational activities;

6. Requests the Secretary-General to ensure that the activities of the United Nations system carried out in the Baltic States and the Commonwealth of Independent States are undertaken from the outset on the basis of an integrated and unified approach to, and presence in, the countries concerned;

7. Also requests the Secretary-General to accelerate work in the Administrative Committee on Coordination and its subsidiary bodies on a common system-wide interpretation of the programme approach, with the aim of providing improved support for national programmes;

8. Reiterates its view that the national execution modality should be the norm for projects and programmes funded by the United Nations system, taking into account the needs and capacities of developing countries;

9. Requests the Secretary-General to promote an early agreement in the Administrative Committee on Coordination and its subsidiary bodies on a common system-wide interpretation of national execution;

10. Stresses the urgent need for the United Nations system to give priority to assisting developing countries in building the capacity necessary to undertake national execution;

11. Also stresses the need for the United Nations system to strengthen its capacity to provide upstream support, such as policy advice, at the request of recipient countries;

12. Requests the members of the Administrative Committee on Coordination to give priority to simplifying, harmonizing and increasing the transparency of their procedures relating to project formulation, appraisal, monitoring and evaluation, taking into account the need to focus on the impact and sustainability of projects and programmes, and to reach agreement on a common United Nations system-wide manual for such procedures by 1 July 1994;

13. Also requests the members of the Administrative Committee on Coordination to decentralize capacity and authority to the country level to the maximum extent possible in order to enhance the coherence of programming and resource utilization and, in particular, to ensure that by 1 July 1994, all relevant bodies of the United Nations system devolve a broadly similar level of project approval and amendment authority to the field, and streamline relevant headquarters structures and procedures;

14. Further requests the members of the Administrative Committee on Coordination to put in place by 1 July 1994 measures to enhance accountability at the field level, including effective common United Nations programme monitoring, evaluation and management audit systems, which will enable an accurate assessment of the efficiency, impact and sustainability of projects and programmes and which should focus on results rather than on input;

15. Urges the United Nations system to adopt a more innovative and integrated approach to training, both at Headquarters and in the field, involving, inter alia, the development of both joint and common training programmes, the establishment of a training capacity internal to each country and a scheme for the training of trainers, which should draw on examples of good practice from individual bodies of the United Nations system and give priority to training in the areas of the programme approach, national execution, support costs, national monitoring capacity, auditing and financial reporting;

16. Also urges the United Nations system to focus on ways of establishing and maintaining national institutional expertise, particularly in the areas mentioned in paragraph 15 above, inter alia, through the increased participation of national staff and members of relevant national institutions in training programmes;

17. Welcomes the decision of the Consultative Committee on Substantive Questions (Operational Activities) to set a target for increasing the number of common premises, while emphasizing that this should be achieved in a way that increases efficiency and does not increase the costs for the United Nations system or for developing countries;

18. Requests the Administrative Committee on Coordination to take further steps to harmonize and adapt the programme cycles of the funding agencies of the United Nations system to programme periods of national Governments;

19. Reaffirms the importance of human development and, in particular, the need for the United Nations system to carry out a comprehensive assessment of the extent to which its activities are concentrated in sectors vital for human development, such as the participation of people in the development process, and urges the United Nations system, in close cooperation with developing countries, to increase its support for those sectors;

20. Stresses the need to take into account the importance of human development, including human resources development, and the need to promote good governance and participatory development at all levels in devising and implementing national development plans and strategies;

21. Invites the governing bodies of each specialized agency and fund to take appropriate action to ensure the full implementation of the present resolution;

22. Requests each specialized agency and fund to report to its governing body, on an annual basis and in clear terms, on the extent to which it has implemented General Assembly resolution 44/211 and the present resolution and, in particular, on:

(a) Its contribution to the implementation of the United Nations common country strategy and the programme approach;

(b) The extent to which staff deployment and approval authority have been decentralized to country offices;

(c) The extent to which appropriate authority has been transferred to the United Nations representative/resident coordinator by those funds and specialized agencies without extensive field representation;

(d) The measures it has taken to enhance accountability at the field level, including those relating to monitoring and evaluation;

(e) The measures it has taken to adapt its operations to meet the changing role that will result from national execution;

(f) The extent to which it has improved the quantity and quality of training;

(g) The extent to which its projects and programmes and other activities reflect human development priorities;

23. Invites the governing bodies of each specialized agency and fund, on an annual basis, to take appropriate action on the report produced in accordance with paragraph 22 above;

24. Requests the Secretary-General to submit a short report on operational activities, including an account of the strategy that has been adopted to ensure the full implementation of the present resolution and the targets to monitor progress, to the General Assembly at its forty-eighth session.